
PUBLIC SAFETY



FIRE-RESCUE

MISSION STATEMENT

The mission of Norfolk Fire-Rescue is to protect life, property, and the environment by minimizing the impact of fires, medical emergencies, hazardous materials, and other disasters and events affecting the community.

DEPARTMENT OVERVIEW

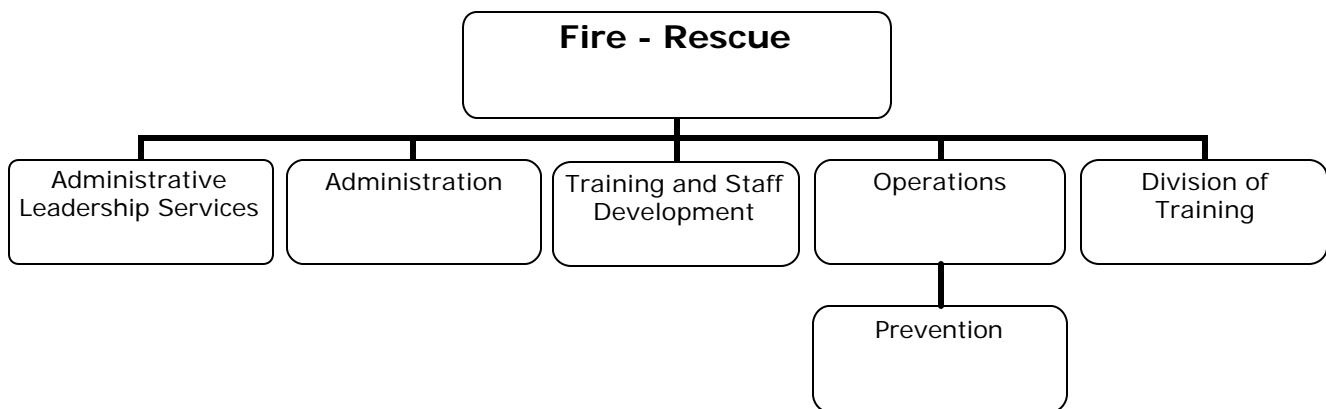
Norfolk Fire-Rescue is divided into four (4) major functional areas as follows:

Operations: Responsible for all emergency services provided by the department including fire suppression, emergency medical care, hazardous materials mitigations, technical rescue, water rescue, and terrorism response.

Prevention: Responsible for all enforcement and life safety services provided by the department including fire safety inspections, fire and environmental code enforcement, fire and arson investigations, fire and life safety education, and car seat safety inspections.

Training: Responsible for all personnel training and certification programs provided by the department in the subject areas of basic recruit, firefighting, emergency medical care, hazardous materials, technical rescue, terrorism, management/leadership, and command and control.

Administration: Responsible for providing leadership and managerial direction for the department and overseeing administrative functions such as recruitment and hiring, policies and procedures, budgeting and financial management, information technology, logistics, and liaison with outside agencies.



BUDGET HIGHLIGHTS

The total FY 2006 budget for the Norfolk Fire-Rescue is \$34,190,600. This is a \$1,290,400 increase over the FY 2005 budget. This 4 percent increase is attributable to the increased costs of personnel services, materials, and supplies.

Additional major initiatives to be accomplished by Norfolk Fire-Rescue in FY 2006 include establishing a master firefighter program and conducting a fire master plan.

KEY GOALS AND OBJECTIVES

- Promptly respond to and mitigate fires, medical emergencies, hazardous materials incidents, technical rescues, water rescues, and terrorism incidents.
- Deploy the first fire unit to the scene of all fires and medical emergencies in four minutes or less, 90 percent of the time.
- Deploy the balance of a first alarm assignment to the scene of a fire in eight minutes or less, 90 percent of the time.
- Deploy an ambulance to the scene of a life threatening medical emergency in eight minutes or less, 90 percent of the time.
- Contain structure fires to the area, room, or structure of origin, 90 percent of the time.
- Provide fire and life safety inspections and enforce fire, life safety, and environmental codes.
- Ensure successful convictions of arson related arrests, 100 percent of the time.
- Provide fire and life safety education programs to the public school system and the community.
- Provide child car safety seat inspections as requested.
- Conduct two firefighters recruit academies and train thirty new firefighter recruits annually.
- Conduct personnel certification and refresher training in the subject areas of firefighting, emergency medical care, technical rescue, hazardous materials response, water rescue, terrorism response, leadership and management, and command and control.

PRIOR YEAR ACCOMPLISHMENTS

Implementation of Polyheme Study: NFR, in partnership with Northfield Laboratories, Sentara Norfolk General Hospital, and Eastern Virginia Medical School, began an eighteen-month study of a new blood substitute in order to obtain FDA approval. The new blood substitute has the capacity to carry oxygen. Researchers believe that this may revolutionize I.V. therapy for trauma patients in the future.

Restructuring of Fire Marshal's Office: The Fire Marshal's office was restructured to provide a more balanced assignment of personnel between code enforcement and arson/haz-mat investigations. An evening shift was added to provide a more responsive delivery of code enforcement and investigative services to the field.

K-9 Accelerant Dog Program: The Fire Marshal's Office has partnered with the Federal Bureau of Alcohol, Tobacco, and Firearms (ATF) in the K-9 accelerant program. The ATF provides the dog and training, and NFR agrees to deploy the dog and handler anywhere in the region at the request of other fire departments or anywhere in the nation at the request of the ATF. The department has the only accelerant dog in Southeastern Virginia, and one of four accelerant dogs in Virginia.

Vehicle Replacement: In 2004, NFR took delivery of five new Medic Master medic units and seven other new support vehicles (i.e., sedans, stake body truck, etc.). The department also placed in service over \$60,000 in mass decontamination equipment and a haz-mat support trailer made possible through federal terrorism grant funding. The department purchased over \$100,000 in structural collapse equipment and a trailer that is expected to go in service sometime in 2005. The department took delivery of a heavy-duty pick-up and mass casualty trailer that is part of the Metropolitan Medical Response System. Funding approved in FY 2004 and FY 2005 made it possible to order two telesquirts, two pumpers, two battalion command vehicles, and two sport utilities. By early Summer 2005, the first pumper and the battalion command vehicles are to be delivered. The second pumper and the telesquirts are expected to be completed and delivered in late Summer or early Fall 2005. In addition to this rolling stock, the department purchased and placed in service a new fire-rescue boat at Fire Station #1 and is in the process of testing out a fire pump for the unit.

Diesel Exhaust Systems: Through a combination of City and federal grant funding, NFR began installing diesel exhaust systems in many fire stations including Fire Stations 2, 7, 8, 9, 10, 11, 13, and 14. The existing diesel exhaust systems at Stations 1 and 16 were upgraded with the new Magnagrip system.

Emergency Generators: Phase I of the fire station emergency generator program moved forward in 2004 adding generators at the Training Center, and Fire Stations 2, 9, 10, and 13. As part of Phase II, generators at Fire Stations 9 and 10 original generators are being upgraded and reallocated.

Field Training Instructor Program: NFR instituted a field training instructor program to enhance the level of clinical training provided to new EMT-Es, EMT-Is, and EMT-Ps and to enhance EMS in-service training for all personnel.

Special Operations Training: During 2004, many members assigned to Fire Stations 7 and 14 received enhanced special operations training, which included haz-mat technician, and structural collapse.

Began Stand-up of DMAT Team: During 2004, NFR in partnership with York County Fire & Life Safety, the Tidewater Emergency Medical Services Council, and the Virginia Office of Emergency Medical Services began standing-up the federally sponsored Disaster Medical Assistance Team. During the hurricanes that impacted Florida and Alabama, various DMAT members from NFR were deployed as well as NFR members who deployed with FEMA USAR Task Force VA-2.

Applied for Accreditation as an EMT-I Training Site with OEMS: NFR applied for accreditation as an EMT-I training site with the Virginia Office of Emergency Medical Services. Plans are being finalized to begin offering EMT-I classes to our members and members from other Fire and EMS agencies on an alternate basis in late 2005 or early 2006.

Established Personal Protective Equipment (PPE) Shop at Station #9: A PPE shop was fully implemented in 2004 at Fire Station 9 to stock, track, and maintain turnout gear. This shop has been highly successful and will serve as a model for possible stand-up of other specialty shops in the future. The shop received an award for "Best Practices in Health and Safety" by the Virginia Fire Chiefs Association.

Joint Police/Fire-Rescue Meetings: NFR representatives began meeting regularly with NPD representatives to improve communications and operations between the two departments. Discussions regarding the possibility of future joint initiatives such as implementation of an incident scene accountability system similar to NFR, and establishment of a joint Police/Fire bomb squad are underway.

Application for Accreditation: NFR has applied for accreditation by the Commission on Fire Accreditation International (CFAI). The accreditation process takes between three and five years.

Maritime Incident Response Team (MIRT): As a participating agency on the MIRT, NFR has received a high volume portable pump from the Virginia Port Authority (VPA). As funding becomes available, the VPA may provide the department with a heavy-duty pick-up truck to deploy the pump.

Expenditure Summary				
	FY 2003 ACTUAL	FY 2004 ACTUAL	FY 2005 APPROVED	FY 2006 APPROVED
Personnel Services	25,024,110	29,094,606	30,572,801	31,713,565
Materials, Supplies, and Repairs	1,702,964	1,862,843	1,977,419	2,129,624
General Operations and Fixed Cost	303,564	300,434	314,980	418,811
Equipment	204,740	50,119	35,000	-71,400
TOTAL	27,235,378	31,308,002	32,900,200	34,190,600

Programs & Services

	FY 2004 ACTUAL	FY 2005 APPROVED	FY 2006 APPROVED	POSITIONS
ADMINISTRATION				
Administrative & Leadership Services	4,443,717	3,044,700	2,073,694	17
Provide the best possible quality fire suppression and prevention, emergency medical, hazardous materials, and heavy and tactical rescue services through leadership, coordination, planning and management.				
DIVISION OF TRAINING				
Training & Staff Development	1,766,226	1,895,400	1,750,137	25
Provide initial and re-certification training of all department emergency response personnel to meet state and federal guidelines and requirements.				
Operations	24,148,373	26,888,200	29,271,624	445
Fire Suppression & Control Provide emergency response operations to include: the removal of victims from burning structures; care and treatment of injuries; protection of adjacent structures to minimize the damage of spreading fire; the containment of fire to room, section, or structure of origin; and limit damage to physical property.				
Emergency Medical Services: Provide emergency response operations to include: the treatment of sick or injured patients; transporting sick and injured patients to the appropriate medical facilities; and reducing the morbidity and mortality associated with emergency medical and traumatic conditions.				
Hazardous Materials Services: Emergency response operations to include: the containment of environmental threats associated with hazardous materials; removal, decontamination and treatment of victims exposed to hazardous materials; minimization of the effects of exposure to hazardous materials; and providing timely information about hazardous materials.				
Prevention	949,686	1,071,900	1,095,145	15
Inspection: Prevent loss of life and property through inspections, public education, and fire code enforcement.				

Programs & Services

	FY 2004 ACTUAL	FY 2005 APPROVED	FY 2006 APPROVED	POSITIONS
Investigation: Investigate arson and hazardous material fires, which lead to the identification, apprehension, and prosecution of perpetrators.				
TOTAL	31,308,002	32,900,200	34,190,600	502

Strategic Priority: Public Safety

TACTICAL APPROACH

Emergency Response

PROGRAM INITIATIVE	FY 2003	FY 2004	FY 2005	FY 2006	CHANGE
Percent of fire calls with emergency response of 4 minutes or less (performance standard = 90%)	59.5%	60.9%	59.9%	65.0%	+5.1%
Percent of fires confined to the room, section, or structure of origin (performance standard = 90%)	80.0%	82.5%	83.0%	85.0%	+2.0%
Percent of EMS calls with advanced life support response of 6 minutes or less (performance standard = 90%)	66.5%	68.7%	71.0%	73.5%	+2.5%

TACTICAL APPROACH

Code Enforcement

PROGRAM INITIATIVE	FY 2003	FY 2004	FY 2005	FY 2006	CHANGE
Percent of pre-fire plans completed on high-rise structures, hospitals, nursing homes, schools, and retirement/assisted living facilities (performance standard = 100%)	BEING DEVELOPED	IMPLEMEN - TATION PHASE	10%	25%	+15%
Percent of reported fire code violations inspected within 48 hours of identification (performance standard = 100%)	100%	100%	100%	100%	NO CHANGE
Percent of arson cases cleared (performance standard = 100%)	98%	99%	100%	100%	3%
Percent of fires where cause and origin were determined (performance standard = 100%)	99.3%	100%	100%	100%	NO CHANGE

Position Summary

Position Title	Pay Grade	Minimum	Maximum	FY 2005 Positions	Change	FY 2006 Positions
Accountant I	OPS10	30,887	49,374	0	1	1
Accounting Technician	OPS07	24,383	38,983	2	-1	1
Administrative Assistant II	MAP03	30,603	48,922	0	1	1
Administrative Secretary	OPS09	28,519	45,596	2	-1	1
Assistant Fire Chief	FRS10	80,025	97,503	4		4
Assistant Fire Marshal	FRS06	45,772	66,292	2		2
Battalion Fire Chief	FRS09	65,863	88,580	14	2	16
Business Manager	MAP08	41,379	66,148	1		1
Chief of Fire & Rescue Services	EXE03	79,949	138,253	1		1
Deputy Chief of Fire & Rescue Services	FRS03	84,010	102,358	1		1
Deputy Fire Marshal	FRS08	52,553	76,113	1		1
Fire Captain	FRS08	52,553	76,113	48		48
Fire Inspector	FRS05	41,302	62,848	7		7
Fire Lieutenant	FRS06	45,772	66,292	32	-2	30
Fire Marshal	FRS09	65,863	88,580	1		1
Fire/Paramedic Lieutenant	FRS07	48,093	100,101	8		8
Firefighter EMT	FRS02	32,312	46,800	74		74
Firefighter EMT-C	FRS04	35,758	54,411	12		12
Firefighter EMT-P	FRS05	41,302	62,848	91		91
Firefighter EMT-Enhanced	FRS03	33,948	51,657	189		189
Firefighter Recruit	FRS01	30,392	30,392	8		8
Management Analyst I	MAP06	36,593	58,499	0	1	1
Office Assistant	OPS03	18,023	28,816	0		0
Staff Technician I	OPS08	26,358	42,136	1		1
Support Technician	OPS06	22,577	36,092	0	2	2
SUBTOTAL				499	3	502
OVER HIRES				6	0	6
TOTAL				505	3	508

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POLICE

MISSION STATEMENT

To provide protection and police services responsive to the needs of the citizens of Norfolk.

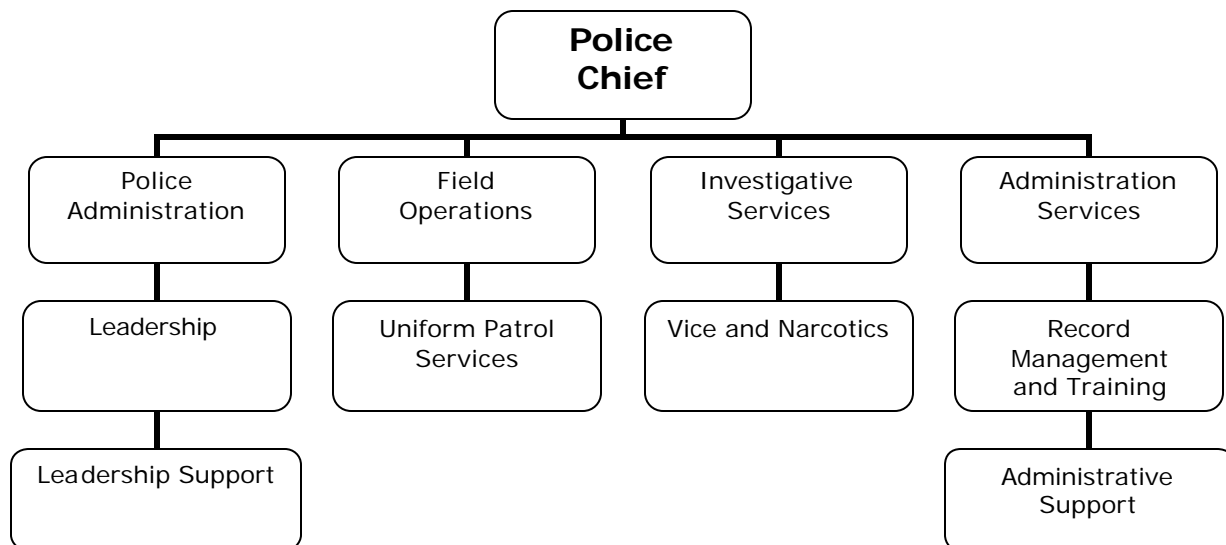
DEPARTMENT OVERVIEW

The department is structured to deliver service to the citizens of Norfolk in the most efficient and effective manner.

Field Operations consist of patrolling the streets and combating crime.

Investigative Services consists of investigating criminal acts.

Administrative Services provides services and support to the entire department and to the public. An Assistant Chief of Police heads each bureau.



BUDGET HIGHLIGHTS

The total FY 2006 budget for the Police Department is \$56,257,900. This is a \$1,799,800 increase over the FY 2005 budget. This 3.3 percent increase is attributable to the increased costs of personnel services, equipment and materials. The FY 2006 budget includes funds to support crime and drug reduction, the ongoing commitment to community policing, technology enhancements, and additional funds for vehicles.

KEY GOALS AND OBJECTIVES

- Provide police protection and police service responsive to the needs of the citizens of Norfolk
- Reduce crime
- Implement programs and tactics to increase apprehension of law violators
- Improve response to calls for service
- Provide for the effective and efficient operation of all aspects of the Police Department
- Enhance operations through appropriate direction and leadership
- Increase recruitment efforts to attract more qualified candidates and reduce sworn personnel turnover
- Identify, evaluate, and implement technologies that will enhance the operation of the criminal justice system
- Develop, coordinate, and provide training for all police personnel

PRIOR YEAR ACCOMPLISHMENTS

- Awarded a COPS in School grant for ten police officer positions which will enable the School Resource Officer program to be expanded to include all Norfolk middle schools.
- Re-opened Pistol Range after completing repairs and renovations to address safety issues.
- Awarded a Criminal Justice Record System grant to purchase a Live Scan system, which scans fingerprints and palm prints and sends data to the State Police AFIS system for immediate identification.
- Awarded a Law Enforcement Terrorism Prevention Program grant to purchase equipment and supplies for Phase One of the planned formation of a Bomb Recognition and Disposal unit.
- Implemented an IAPro system, which has automated the Internal Affairs Division process as well as provided an Early Warning/Intervention System.
- Began transition to Glock handguns and Level III ballistic vests to enhance officer safety.
- Established a Police Recruitment Application Orientation Center to ensure aggressive recruitment efforts to attract and retain quality and diverse police officers.
- Acquired a facility for the relocation of our Second Patrol and Training Divisions

Expenditure Summary

	FY 2003 ACTUAL	FY 2004 ACTUAL	FY 2005 APPROVED	FY 2006 APPROVED
Personnel Services	42,067,606	47,778,708	50,109,595	51,461,322
Materials, Supplies, and Repairs	2,159,384	2,568,020	2,647,667	2,867,384
General Operations and Fixed Cost	807,878	639,147	647,773	731,145
Equipment	841,076	933,179	883,065	925,656
All Purpose Appropriations	18,000	15,026	170,000	272,393
TOTAL	45,893,944	51,934,080	54,458,100	56,257,900

Program & Services

	FY 2004 ACTUAL	FY 2005 APPROVED	FY 2006 APPROVED	POSITIONS
POLICE ADMINISTRATION				
Leadership	871,755	986,000	952,880	6
Provide for the efficient and effective operation of all aspects of the Norfolk Police Department through appropriate administration and management.				
Leadership Support	871,806	915,200	904,902	12
Collect intelligence information for planning and prevention. Assure integrity and public trust by investigating alleged acts of misconduct.				
FIELD OPERATIONS				
Uniformed Patrol Services	30,029,498	31,500,000	32,665,471	505
Provide a safe and secure environment through the execution of basic and responsive police services including Patrol, Traffic, Harbor Patrol, Metro Tactical, K9, Crime Prevention, DARE, and School Crossing.				
INVESTIGATIVE SERVICES				
Vice/Narcotics	12,201,666	12,596,800	12,871,182	191
Provide criminal investigative services responsive to the needs of the citizens of Norfolk.				
ADMINISTRATIVE SERVICES				

Program & Services

	FY 2004 ACTUAL	FY 2005 APPROVED	FY 2006 APPROVED	POSITIONS
Records Management & Training	5,997,797	6,300,700	6,624,584	123
Provide administrative and support police services including Central Records and Training.				
Administrative Support	1,961,558	2,159,400	2,238,881	36
Provide administrative and support services including Planning and Research, Strategic Management, Inspections, Personnel Liaison, Public Information and Crime Analysis.				
TOTAL	51,934,080	54,458,100	56,257,900	873

Strategic Priority: Public Safety, Education, Public Accountability

TACTICAL APPROACH:

Deliver public safety and law enforcement services while utilizing community oriented policing to develop safer neighborhoods.

PROGRAM INITIATIVE	FY 2003	FY 2004	FY 2005	FY 2006	CHANGE
Number of index crimes	14,984	14,882	13,157	13,157	No CHANGE
Number of index crimes per 1,000	63.9	63.5	56.1	56.1	No CHANGE
Number of index crimes cleared	2,590	2,475	2,146	2,146	No CHANGE
Percentage of index crimes cleared	17%	17%	16%	16%	No CHANGE
Number of index arrests	1,633	1,506	1,622	1,622	No CHANGE
Number of index arrests per 100,000	696	642	692	692	No CHANGE

Position Summary

Position Title	Pay Grade	Minimum	Maximum	FY 2005 Positions	Change	FY 2006 Positions
Accountant I	OPS10	30,887	49,374	1		1
Accounting Technician	OPS07	24,383	38,983	1		1
Administrative Secretary	OPS09	28,519	45,596	15		15
Animal Caretaker	OPS03	18,023	28,816	7		7
Animal Services Supervisor	MAP10	46,932	75,027	0	1	1
Assistant Chief Of Police	POL08	95,053	110,231	3		3
Chief of Police	EXE03	79,949	138,253	1		1
Compliance Inspector	OPS11	33,481	53,527	2		2
Custodian	OPS02	16,750	26,780	2		2
Health & Fitness Facilitator	MAP04	32,457	51,888	1		1
Humane Officer I	OPS08	26,358	42,136	7		7
Humane Officer II	OPS11	33,481	53,527	1		1
Kennel Supervisor	OPS09	28,519	45,596	1	-1	0
Management Analyst I	MAP06	36,593	58,499	2		2
Management Analyst II	MAP08	41,380	66,148	6		6
Management Analyst III	MAP09	44,051	70,425	1		1
Office Assistant	OPS03	18,023	28,816	3		3
Operations Officer	OPS06	46,933	75,027	27		27
Photographic Lab Technician	OPS08	26,358	42,136	2		2
Police Captain	POL07	76,382	88,580	11		11
Police Corporal	POL04	44,235	59,490	61		61
Police Identification Clerk	OPS06	22,577	36,092	8		8
Police Lieutenant	POL06	65,631	76,113	24		24
Police Officer I	POL02	32,312	32,312	64		64
Police Officer II	POL03	37,568	54,411	501		501
Police Planning Manager	SRM03	50,219	88,386	1		1
Police Records and Identification Supervisor	MAP07	38,898	62,186	1		1
Police Recruit	POL01	30,391	30,391	27		27
Police Sergeant	POL05	51,790	69,651	54		54
Police Training and Development Manager	MAP07	38,898	62,186	1		1
Programmer/Analyst III	ITM02	41,569	66,455	2		2

Position Summary

Position Title	Pay Grade	Minimum	Maximum	FY 2005 Positions	Change	FY 2006 Positions
Programmer/Analyst V	ITM05	50,497	80,725	1		1
Public Information Spec II	MAP06	36,593	58,499	1		1
Stenographic Reporter II	OPS08	26,358	42,136	5		5
Support Technician	OPS06	22,577	36,092	28		28
TOTAL				873	0	873
OVER-HIRES				7	0	7
TOTAL				880	0	880